Annex A: Terms of Reference

IT Infrastructure Operations and Managed Workplace Services

Division of Information Systems and Telecommunications

Request for Proposal
For the Provision of IT Infrastructure Operations and Workplace Managed Services

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1 Introduction

1.1 Who We Are

The Office of the United Nations High Commissioner for Refugees (UNHCR) was established by the United Nations General Assembly in 1950 to provide protection and assistance to refugees and Internally Displaced People.

UNHCR is today one of the world's principal humanitarian agencies, its staff of more than 11,150 regular staff helping more than 60 million people in more than 460 sites across 130 countries. Staff members work in a diversity of locations and conditions including 3 Headquarters (HQ), in Geneva, Budapest and Copenhagen.

Further information on UNHCR, its mandate and operations can be found on its official website, http://www.unhcr.org

1.2 Background

UNHCR's Division of Information Systems and Telecommunications (DIST) is launching this RFP as part of its ongoing initiative to transform DIST into a more service-oriented organization which provides effective support for UNHCR's operations. DIST's overall objective is to provide an efficient service to benefit end users, and ultimately refugees, by:

- Ensuring the effective and timely provision of accurate and complete information to UNHCR field staff;
- Supporting a rapid response to protecting refugees and safeguarding their well-being

Since 2013, sourcing of Infrastructure Services and the Global Service Desk has been an essential component of the services offered by DIST to the Divisions, Bureaux, and Field. Those efforts were followed in 2016 with the sourcing of the Global Service Desk (GSD). The goal is to improve service by freeing DIST staff to engage more directly with their customers and focus on enabling enhanced ICT support to UNHCR, rather than engaging in the day-to-day running of ICT services.

1.3 Statement of Objectives

The objective of this RFP is to source IT services and align the services for the future. Key outcomes expected from the competition and contracting of these services are as follows:

- Align the Services scope with the way in which UNHCR and the service provider delivers services to Users;
- Enhance the Service Level Requirements to close gaps in service delivery expectations and achieve better business value;
- Acquire increased skills and mentoring abilities of Named Personnel and the teams supporting the UNHCR to meet technical expectations;
- Align resource unit metrics and prices with the marketplace and industry norms
- Expand the Security Services scope to reflect the reality and priority of threats to service delivery;
- Source Account Management scope to allow UNHCR to better use resources and offload repeatable, commodity tasks;
- Document Cross Functional and ITIL Services to prepare to leverage the change to ServiceNow its value to UNHCR over the life of the contract;
- Improve reporting and governance to adjust for Service Level Requirements and provide for focus on outcomes;

2 DIST Organizational Structure

2.1 UNHCR's Global Reach

In more than six decades, UNHCR has helped tens of millions of people restart their lives. UNHCR personnel operate in over 130 countries around the world, from major capitals to remote locations where field staff are directly helping the most vulnerable victims of displacement. UNHCR maintains offices in donor countries worldwide and wherever refugees are arriving, working closely with governments to ensure the 1951 Refugee Convention is honoured. Today, a 17,500 staff and affiliates continue to help some 54.9 million persons.

Staff at the Geneva headquarters now number just over 8% of the total, a declining portion as UNHCR become closer to the people it assists. Geneva, along with the Global Service Centre in Budapest and Copenhagen, provides support for the rest of UNHCR, including key administrative functions.

The largest portion of the organization's staff is based in countries in Asia and Africa, the continents that both host and generate the most refugees and internally displaced persons. Many beneficiaries are in isolated locations where staff work in difficult - and often dangerous - conditions. Among the largest operations are Afghanistan, Pakistan, Iraq and surrounding countries; Chad, Democratic Republic of the Congo, Sudan, Somalia, Kenya, and Colombia; Syria, Europe situation, Jordan, Lebanon, Turkey and Greece. But there are also substantial operations in many other countries around the world.

2.2 Role of DIST

Information and Communication Technology (ICT) plays a vital role in supporting UNHCR's mission. ICT is supported and maintained by the Division of Information Systems and Telecommunications (DIST).DIST provides ICT services and support to meet the needs of all Divisions, Bureaux, and Field Offices within UNHCR, while ensuring that necessary governance mechanisms are in place and standards are adopted and adhered to. DIST is responsible for the maintenance, evolution, and support of UNHCR's ICT systems, as well as planning to meet the organization's new and increasing reliance on information technology through new ICT project initiatives.

2.2.1 Organizational Structure

DIST is organized into three (3) Services and the Office of the CIO as described below.

- **Office of the CIO**

The CIO's Office is responsible for providing leadership and support in information technology for UNHCR worldwide. The CIO is responsible for technology strategy and planning, performance and results, policy formulation, investment planning and oversight, compliance and coordination, supplier relationship management, and resource management.

- **Business Relationship Management Service (BRMS)**

This Business Relationship Management Service is responsible for building strategic partnerships with the Divisions and Bureaux, which results in enhanced use of ICT to support and improve UNHCR's operations in the Field and in Headquarters. It partners with the Divisions and Bureaux who are the beneficiaries of DIST services to ensure that the services provided by DIST are fit for purpose and meet the ICT support needs of the organization. Requests for new services (infrastructure and applications) are channelled through the business relationship function and are managed using well-established management methodologies.

- **ICT Operations Service (IOS)**

ICT Operations has overall responsibility to deliver and maintain the common infrastructure which is the foundation of all services provided by DIST. It is responsible for the underlying PaaS (Platform as a Service) and IaaS (Infrastructure as a Service) offerings provided via external third parties and UNHCR's Infrastructure and Communications Managed Service Providers. ICT Operations manages the operational (day-to-day) interaction with the providers through the service delivery management process.

- **Customer Support Service (CSS)**

Customer Support Service has overall responsibility for the provision of high-quality services to the UNHCR user community consisting of staff, affiliate workforce, and the many implementing partners who assist the organization in the delivery of its core mandate. UNHCR's Global Service Desk is part of the Customer Support Service and is responsible for registering and ensuring the resolution of all ICT incidents and service requests raised by the community of end-users of ICT services across the organization.

3 Scope

3.1 Scope of Services

DIST is looking to build upon its sourcing experiences to align, improve, and expand services. Although it is expected that the successful bidder would be responsible for most of UNHCR's infrastructure and customer support services, some IT services are retained for performance by UNHCR, and UNHCR will continue to engage complementary service providers to provide additional IT services, support, and maintenance on an as-needed and project basis.

The contract between UNHCR and the service provider will include the following Schedules, which also form part of this RFP. Together with these Terms of Reference and the other documents forming part of the RFP, the Schedules represent the scope of services for response and pricing. Note that the revision and release date of all schedules is that of the RFP and this document, and that the cover page of all schedules will ultimately bear the effective date of the contract.

Schedules	Appendix	Title
Schedule 1		Technical Definitions
Schedule 2		Data Centre Platform and Network Management Services
Schedule 3		Decentralized Server and Network Management Services
Schedule 4		IMAC Services
Schedule 5		End User Device Services
Schedule 6		Service Desk Services
Schedule 7		Telephony Services
Schedule 8		Video Conferencing Services
Schedule 9		Security Services
Schedule 10		Service Level Requirements
Schedule 10	Appendix A	Service Level Tables
Schedule 10	Appendix B	Reports
Schedule 11		Financial Provisions
Schedule 11	Appendix A	Volumes and Pricing Tables

Schedules	Appendix	Title
Schedule 12		Cross Functional Services
Schedule 12	Appendix A	Tools and Services
Schedule 12	Appendix B	Sites and Supported Locations
Schedule 13		Project and Additional Services
Schedule 14		Contract Governance
Schedule 15		Contract Personnel Provisions
Schedule 16		Transition Services

4 RFP Technical Response

Your Technical proposal should be concisely presented and structured in the following order to include, but not necessarily be limited to, the following information:

4.1 Company Profile and History

UNHCR is looking for a company with a proven track record in the provision of IT Services for the scope defined in the accompanying Schedules. UNHCR is also looking for a company with the resources, capability, know-how and experience to conduct a transition of services in as short a period as possible. Providing solid evidence of this in your submission will be important in the overall evaluation.

4.1.1 Company Overview and History

Please provide a description of the company with evidence of the company's capacity to perform the services required, including:

- Company's full name, corporate address, telephone number and fax number;
- Company profile, background, and history;
- Primary contact and a back-up contact for this RFP process. Please include title, address, telephone number, fax number and email address;
- If a multi-location company, please specify the location of the company's headquarters, and the branches that will be involved in the performance of the services;
- A list of customer references with special focus on international organizations, such as the United Nations and their (Specialized) Agencies; and
- Three or more letters of reference, with contact information.

4.1.2 Financial Stability, Supplier Viability

The Proposal must outline long-standing history in the marketplace, a viable business model and continuously sound financial results. Bidders should provide the following financial information:

- Audited Financial Statements: Summary financial statements (Operating Statement and Balance Sheet) for the last 3 years. Please provide this information in electronic format (or via a link to your official public website) with your submission. There is no need to provide printed copies of this information.
- Managed Services Revenue: Please provide an indication of the percentage of IT Services of your overall revenue (either within the company or major business unit).

UNHCR reserves the right to request audited financial statements, at its own discretion, at any stage of the RFP cycle.

4.1.3 Capability Statement

Please provide information on your IT Services capability in general and how this is integrated into your overall business model.

4.1.4 Supplier Strategic Vision

Provide an overview of your company's strategic vision and how the provision of IT Services relevant to UNHCR is part of that vision.

4.1.5 Global Reach

Provide information about the global reach of your company and how this can be used to the benefit of UNHCR in general and more specifically how this influences your ability to deliver high quality services relative to the accompanying Schedules.

4.1.6 Facilities

Provide an overview of your managed service facilities (locations etc.) and how these could be leveraged to the benefit of UNHCR.

4.2 Company Qualifications

Please provide comprehensive information about your capabilities in the areas of the in-scope IT Services described in the accompanying Schedules and clearly indicating how this can be leveraged to the maximum benefit of UNHCR. If proposing a solution based on multiple service delivery centres in different geographies, such as near-shore and off-shore, include a clear breakdown of resources available at each location per technical domain (i.e., Data Centre Platform, Network Management, End User Devices, Service Desk, etc.) as well as the average cost per resource in the different geographies and the applicable time zones.

4.2.1 IT Services Capabilities

Please give details of the technical and functional capabilities of your IT Services operation relative to the accompanying schedules. You should address your ability to cover the in-scope IT Services landscape at UNHCR and provide evidence of your company's demonstrated skills in each area.

The evidence should include but not be limited to the current number of staff/resources dedicated to each of the mentioned practice and a statement of the certifications and partnerships in key areas (i.e., Data Centre Platform, Network Management, End User Devices, Service Desk, etc.).

4.2.2 Tools and Processes

Provide details of the additional tools and processes that you have at your disposal to enhance the provision of the in-scope IT Services. UNHCR is interested in automation that can improve reporting, service quality, efficiency, and cost reduction. Please indicate any automation that UNHCR will benefit from that you can offer as a service and indicate in what way UNHCR will benefit from it. In the Technical Proposal, you should indicate if these tools are provided at no additional charge or if UNHCR would be expected to license these tools. In the latter case, please ensure that the relevant cost information is contained in the Transition Fees.

4.3 Case Studies and References

4.3.1 Case Studies

Provide case studies of existing related IT Services engagements that your company is currently undertaking or has undertaken, including:

- Comparative engagements with services delivery in diverse locations;
- Engagements with Government or other Public Sector organizations, including with United Nations organizations; and

4.3.2 Reference Sites

Provide a minimum of three (3) reference sites that UNHCR can contact to assist in the evaluation of your performance on existing managed services engagements. Ensure that you provide full contact details of each of the reference sites.

4.4 Transition

Your submission must include comprehensive details of how you will manage the overall transition life cycle. This will include:

- Transition methodology;
- High-level transition plan and duration;
- Key milestones and success criteria;
- Proposed acceptance procedures; and
- Finalisation of the contract and scope of the services.

See Schedule 16 (Transition Services) for further requirements.

4.5 Service Levels and Performance

UNHCR is interested in high-quality, reliable service, not to unduly penalise the Service Provider.

To provide an objective, measurable service, UNHCR has defined certain Critical Performance Indicators (CPIs), Key Performance Indicators (KPIs), and General Performance Indicators (GPIs) in Schedule 10 (Service Level Requirements) and its Appendix A (Service Level Tables).

- Failure to meet a CPI results in the award of "service credits" to UNHCR, which in the event of repeated poor performance could, ultimately, be linked to contract termination.
- Failure to meet a KPI results in a formal mitigation plan.
- GPIs are for reporting purposes only.

In order to emphasize UNHCR's desire for quality services (not service credits), an earn-back mechanism is offered to promote service improvements where there have been service level failures leading to the imposition of service credits.

Please indicate whether your company will be able to meet the Service Level Requirements.

4.6 Contract Change Management

It is inevitable that some level of change will occur in the Contract for the Services over the duration of the contract. Please outline the Change Control procedures you would expect to follow to implement a change in the Service Contract itself.

UNHCR would be keen to agree up-front on as many of the likely changes as possible. This may include:

- How increases or decreases in overall scope would be reflected in the corresponding charges;
- Clarification of clauses or rate tables that were not clearly understood by one party at the time of contract signature;
- Streamlining of working procedures that are embedded in the contract.

4.7 Governance

4.7.1 Overview

UNHCR believes that overall governance of the Services, defined in the accompanying Schedule 12 (Contract Governance), will be extremely important and will have a significant influence on the success of the service.

Your proposal should clearly outline how your company will govern the Services and manage the relationship with UNHCR at various levels:

- Operational: how day-to-day relationships will be managed between DIST staff and the staff of the Service Provider;
- Tactical: how shared responsibility on project and Schedule delivery will be managed; and
- Strategic: Formal governance at the level of the DIST CIO and their counterpart within the Service Provider's organization.

Please provide details of the governance structure you would put in place to manage this contract and the corresponding structure that you would expect UNHCR to have in place.

4.7.2 Executive and Management Commitment

The DIST organization has the full support of the executive management in its provision of the IT Services.

To ensure that UNHCR selects a Service Provider who is equally committed to providing services in this area, we would appreciate receiving an equivalent commitment from your executive management.

4.7.3 Escalation Process

Provide details of the escalation processes that should be followed to deal with:

- Operational aspects of the services provided under this contract; and
- Strategic and tactical aspects that will need to be addressed by senior management on both sides.

4.7.4 Key and Named Personnel

Delivery of the Services requires dedicated Key Personnel and Named Personnel defined in the accompanying Schedule 16 (Contractor Personnel Provisions). These Contractor personnel will serve as daily partners to key UNHCR personnel and must have the skills and experience to succeed in these roles.

Provide details of the individuals you propose to serve in these positions, noting that personnel are expected to serve on the account for 36 months or longer. Identify all Key Personnel that you propose to assign to the engagement identifying their titles and functional areas of expertise, associating them with the UNHCR-defined position, and including a full CV.

4.7.5 Personnel Skills and Continuity

Effective service delivery and customer satisfaction requires essential skills, account continuity and retention amongst personnel assigned at all levels to the UNHCR account. Bidders are to describe how they will address the following challenges:

- Meeting certification requirements and skills described in the schedules;
- Meeting onboarding requirements described in Schedule 15 Contractor Personnel Provisions;
- Ensuring on-site personnel possess strong inter-personal skills for effective face-to-face service delivery; and
- Retaining and training personnel, and minimizing staff turn-over across all Services.

4.8 Reporting

Performance and monitoring of Service Level Requirements are necessary to ensure derived business value of the Services. Schedule 10 Appendix A (Reports) provides the reporting requirements in terms of frequency and intended content for each area of scope. Please indicate whether your company will be able to meet the Reporting requirements.

5 RFP Financial Response

This section outlines how bidders are expected to structure the commercial response to this RFP.

As explained in the covering letter for this RFP, it is essential that your commercial response be provided in a correspondence separate from the technical response. **The technical response must not contain any pricing information, and to do so will be grounds for disqualifying your submission.**

5.1 Currency of Offer and Contract

UNHCR intends to award a multi-year IT Services contract resulting from this RFP. To allow for direct comparison of all submissions, your commercial offer must be provided in USD (United States Dollars) based on the prevailing United Nations rate of exchange at the time of the evaluation.

As UNHCR is planning to engage the Service Provider in an extended contract, UNHCR is particularly interested in proposals from the bidders to limit the mutual exposure to exchange rate fluctuations against the US Dollar over the duration of the contract.

5.2 Volumes

UNHCR has provided a baseline of estimated annual volumes for each contract year of the in-scope Services over a five (5) year term. These volumes are found in the Baseline Fees worksheet of Schedule 11 Appendix A (Volumes and Pricing Tables).

The Baseline volume estimates are to be considered when pricing the Services and would represent the committed volume for pre-paid Monthly Resource Charges (MRCs), subject to Additional Resource Charges (ARCs) and Reduced Resource Credits (RRCs) in arrears. Where no volume is provided, no baseline of services is expected to be committed. Baseline volumes in Schedule 11 Appendix A (Volumes and Pricing Tables) are subject to change prior to contracting but will be basis of pricing comparison for all participants throughout the RFP process unless otherwise notified.

In addition to the estimated Baseline, UNHCR has provided accompanying metrics of the current services for calendar 2017 as Annex E (Volume Metrics).

5.3 Pricing and Offer

5.3.1 General

UNHCR intends to contract for commercial arrangements that result in an understandable and predictable cost to the organization. Core principles for pricing are as follows:

- Priced to the scope, volumes, and service level requirements as provided in the accompanying schedules;
- Simple to explain;
- Simple to operate – allowing for automated measurement and validation processes;
- Amenable to changes in scope and requirements;
- Able to cover “options” or variations in scope that could be proposed;
- Linked directly to cost drivers;
- Designed to be sensitive to both UNHCR and the Services Provider;
- Ensure long-term value for money.

UNHCR would expect your pricing and charging arrangements to be supported by an agreed, robust financial model supported by a transparent accounting policy.

Pricing must support the regular and on-going activities as follows:

- Regular, on-going Services in the form of Baseline Fees to be charged monthly.
- Regular, on-going ARCs and RRCs to be charged or credited in arrears monthly.
- As-contracted, Statement of Work or project-based tasks – to be charged based on the scope and deliverables of each work package.

5.3.2 Ongoing Value for Money

As this will be a long-term arrangement and UNHCR does not wish to renegotiate the price component each year, you should outline how you will ensure on-going value for money to UNHCR over the duration of the contract (assumed to be five base years plus the potential for an additional five-year option; 5+5). Participants must outline how you will factor into the pricing model such things as:

- Exchange rate fluctuations (if your price proposal is not in US Dollars);
- Variations in consumer price indices and inflation/deflation;
- Efficiency gains as the Service Provider becomes more familiar with the Services; and
- Periodic price reviews.

5.3.3 At-Risk Fees Percentage/Service Credits

UNHCR is requiring all bidders to base offers and pricing on the At-Risk Fees Percentage of fifteen percent (15%) of the estimated monthly Baseline Fees for the combined Services described in all schedules.

Service Credits will be calculated based on the information provided in Section 8 (Service Credits) of Schedule 10 (Service Level Requirements) and CPI Service Credit Allocation percentages identified in Schedule 10 Appendix A (Service Level Tables).

Bidders may choose to present alternative At-Risk Fees Percentage amounts separately in accordance with the Opportunities and Value Propositions section below.

5.3.4 Pricing Template and Offer

UNHCR has provided a pricing template in the form of Schedule 11 Appendix A (Volumes and Pricing Tables). A Bidders Instructions worksheet has been included in the file. Participants must fully-populate and return the following worksheets in Schedule 11 Appendix A. **Submissions are to include both Excel and PDF versions of the fully-populated Schedule 11 Appendix A**.

- Bidder Notes
- Transition Fees
- Project Labour Rate Card
- Baseline Fees
- Infrastructure ARC/RRC Rates
- Service Desk ARC/RRC Rates
- Outbound Telephone Rates
- Termination Fees

5.3.5 Transition Fees and Project Labour Rates

The Financial Offer shall include the following for Transition Fees and Project Labour Rates:

- All-inclusive rates including honorarium and living expenses;
- Estimated amount for travel and related expenses, if any, indicating detail. Any travel required will be subject to UN travel rules. All air transport to/from destinations will be

at the most economical fare available as determined by the UNHCR travel unit. UNHCR policy is to provide a Daily Subsistence Allowance (DSA) to travelers on mission(s) for UNHCR at the UN monthly rate and not reimbursed for itemized expenses.

- Other costs, if any, indicating nature and breakdown.
- Any assumption made in the provision of the fee or rate estimate without compromising the delivery of services.
- A proposed schedule of payments, all of which, all of which must be expressed, and will be affected in USD, the currency of the proposal.
- As noted in Schedule 11 Financial Provisions, Section 4.4, Project Labour Rates shall remain fixed for the first three (3) years. Subsequent years will be based on agreed, published economic adjustments with a negotiated cap.

5.3.6 Taxes

UNHCR is exempt from all direct taxes and customs duties. Therefore, all fees and rates must be quoted without VAT.

5.4 Opportunities and Value Propositions

In addition to completion of the Schedule 11 Appendix A (Volumes and Pricing Tables) pricing template, UNHCR is interested in separately written proposals that bidders wish to offer, to include:

- Opportunities and propositions for added value
- Opportunities and propositions for reduced costs
- Opportunities and propositions for innovation
- Value propositions that differentiate the bidder
- Alternative proposals

Submissions of opportunities and value propositions are optional but highly recommended.

6 Summary of Certain Contract Terms and Conditions

The contract entered into under this RFP (the "Contract") will include (without limitation) provisions based upon the terms and conditions described in this Section 6.

You may set forth, in a clearly indicated separate section of the Financial Response:

i. a detailed description any additional legal documentation that you would require to form part of the Contract; and

ii. any provisions in the UNHCR General Conditions of Contract for the Provision of Services or otherwise described below that you consider you are unable to accept.

With respect to proposals submitted under point (ii) above, you must provide alternative wording which, if accepted by UNHCR, you agree to be bound by. UNHCR will evaluate these comments and proposals to determine their impact upon the scoring of your Technical Proposal, including if they would make it difficult or impossible to reach mutually agreeable contract terms.

Your offer must clearly identify the person (or function) within your company that is authorized to complete legal negotiations on your behalf. In the event you are selected for an award under this RFP, this person will be available to quickly resolve any contractual issues. UNHCR legal officers may contact your legal representative if clarifications are needed to your submission.

6.1 UNHCR General Terms and Conditions

The Contract will incorporate the terms and conditions of the UNHCR General Conditions of Contract for the Provision of Goods and Services, a copy of which is attached as Annex B UNHCR General Terms and Conditions to this RFP. The Bidder must indicate its acceptance of these General Conditions as the basis of the contract by initialling each page and returning it as part of its Technical Proposal.

6.2 Other Contract Terms

In addition to the UNHCR General Conditions, the contract entered into under this RFP (the "Contract") will include (without limitation) provisions based upon the terms and conditions described in Annex C RFP 2018 1068 Summary of Contract Provisions to the RFP.

6.3 UN Supplier Code of Conduct

The Contract will incorporate the terms and conditions of the UN Supplier Code of Conduct, a copy of which is attached as Annex D UN Supplier Code of Conduct to this RFP. The Bidder must indicate its acceptance of the Supplier Code of Conduct by initialling each page and returning it as part of its Technical Proposal.

6.4 Contract Term; Option to Extend

Contingent on acceptance of key terms and conditions, UNHCR plans to award a five (5) year contract to the preferred Services Provider as a result of the evaluation of the responses to this RFP. Based on satisfactory performance, the contract may be renewed at the option of UNHCR for a further five (5) years for a total of ten (10) years (5+5). After five years, the Services Provider should expect a new market survey to be conducted and a new RFP issued for the further renewal of the IT Services.

7 Evaluation

The following section is intended to give some additional information on the evaluation process that UNHCR will use when reviewing the submissions received in response to this RFP.

For the provision of services where a decision cannot be made simply on price, UNHCR assigns a relative weighting to the Technical and Price components. This breakdown is given in the covering letter to this RFP. The mechanism used to attribute points to the commercial submissions and how the resulting technical and commercial scores are combined to get an overall result is also described.

7.1 Submission of Proposal

The procedures to be followed in preparing and submitting your proposal is defined in the covering letter for this RFP. You should carefully follow the instructions and guidelines in the covering letter in preparing your response and adhere to the established deadlines.

The RFP process is governed by UNHCR's Financial and Procurement rules and these will be strictly adhered to throughout the whole RFP process. The RFP process is managed by the Procurement Service (PS) and any contact with UNHCR in relation to this RFP must be through the designated contact with PS.

7.2 Technical Evaluation

UNHCR/DIST will form an evaluation committee which will examine all offers received in good order and prior to the closing deadline for submissions.

The technical evaluation criteria outlined in Paragraph 2.5.2 of the RFP Cover Letter will be assessed in accordance with a specific technical evaluation matrix which will be developed and adopted by the technical evaluation committee prior to the closing date of the RFP.

7.3 Face to Face Presentations

As deemed appropriate and at its sole discretion, UNHCR may choose to invite all technically-compliant suppliers to make face-to-face presentations of their submissions and to give the technical evaluation committee a full understanding of the respective proposals in order to validate the correctness of the evaluation.

7.4 Commercial Terms Evaluation

Legal Affairs Section (LAS) will review the legal terms response for the retained submissions. The intention of this step is to ensure that UNHCR and the Managed Service Provider will be able to agree on the terms and conditions for the contract.

LAS may contact your legal representative if clarifications are needed to your submission or may advise on the elimination of a submission if they feel that the response from the supplier would make it difficult or impossible to come to mutually agreeable contract terms.

7.5 Price Evaluation

UNHCR Procurement Services will complete the evaluation of the Price Proposals and consolidate all results.

In general, UNHCR will select the offer that represents the "best value" to the organization and not necessarily the lowest price offer.

7.6 Supplier Due Diligence

Because of the importance of this contract to UNHCR and the long-term arrangement that we would hope to establish, we will undertake an appropriate level of due diligence on the short listed suppliers. Additional due diligence may be carried out once a preferred supplier has been identified but before any formal award of contract.

7.6.1 Site Visits

UNHCR may choose to visit your off-shore Managed Services facilities. This would be done with your full cooperation and at a time that is mutually agreeable. UNHCR will not expect the suppliers to cover any of the costs of such site visits.

7.6.2 Reference Checks

UNHCR will conduct reference checks based on the information you provided in your technical response. We would expect to be able to have direct contact with your reference clients and would ensure that such an intervention would not adversely impact their operations.

Reference checks could be by phone, video-conference, or on-site visits. UNHCR would expect cover its own costs in conducting these reference checks and would ensure that any financial burden on the managed services provider or client would be minimised.

8 Submission

As described in the RFP Cover Letter, Technical and Financial responses are to be provided in separate submissions. **No pricing information is to be included with the Technical response. Failure to comply risks disqualification.**

8.1 Technical Response Submission Checklist

Technical proposals are to be structured as described in Section 4 above. In addition, acknowledgement of terms referenced in Section 6, and described in Annexes B, C and D are to be included in the Technical response.

RFP Technical Response		
Section 4.1.1	Company Overview and History	○
Section 4.1.2	Financial Stability, Supplier Viability	○
Section 4.1.3	Capability Statement	○
Section 4.1.4	Supplier Strategic Vision	○
Section 4.1.5	Global Reach	○
Section 4.1.6	Strategic Vision	○
Section 4.2.1	IT Services Capabilities	○
Section 4.2.2	Tools and Processes	○
Section 4.3.1	Case Studies	○
Section 4.3.2	Reference Sites	○
Section 4.4	Transition	○
Section 4.5	Service Levels and Performance	○
Section 4.6	Contract Change Management	○
Section 4.7.1	Governance	○
Section 4.7.2	Executive and Management Commitment	○
Section 4.7.3	Escalation Process	○

RFP Technical Response		
Section 4.7.4	Key and Named Personnel	○
Section 4.7.5	Personnel Skills and Continuity	○
Section 4.8	Reporting	○
Acknowledgement and Response to Terms (Include with Technical Response)		
Section 6.1	UNHCR General Terms and Conditions (initial each page of Annex B and return)	○
Section 6.2	UNHCR Description of Contract (initial each page of Annex C and return)	○
Section 6.3	Supplier Code of Conduct (initial each page of Annex D and return)	○

8.2 Financial Response Submission Checklist

Financial responses are to be structured as described in Section 5 above. As noted in section 5.3.4, bidders are to complete the pricing template in the form of Schedule 11 Appendix A (Volumes and Pricing Tables). A Bidders Instructions worksheet has been included in the file. Participants must fully-populate and return all worksheets. **Submissions are to include both Excel and PDF versions of the fully-populated Schedule 11 Appendix A**.

RFP Financial Response (Populate Schedule 11 Appendix A (Volumes and Pricing Tables)		
Section 5.3.3	Transition Fees	○
Section 5.3.3	Project Labour Rate Card	○
Section 5.3.3	Baseline Fees	○
Section 5.3.3	Infrastructure ARC/RRC Rates	○
Section 5.3.3	Service Desk ARC/RRC Rates	○
Section 5.3.3	Outbound Telephone Rates	○
Section 5.3.3	Termination Fees	○
Section 5.4	Opportunities and Value Propositions	○